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Item 14 of the provisional agenda*

ECONOMIC COMMISSION FOR AFRICA

Twenty-second session of the Commission/ thirteenth meeting of the Conference of Ministers

Addis Ababa, Ethiopia
23 - 27 April 1987

Item 6 of the provisional agenda**

LC/NAIROBI.

REPORT AND DECISIONS OF THE SEVENTH CONFERENCE OF CHIEF EXECUTIVES OF ECA-SPONSORED REGIONAL AND SUBREGIONAL INSTITUTIONS
24 - 27 JANUARY 1987
TRIPOLI, THE GREAT SOCIALIST LIBYAN ARAB JAMAHIRIYA

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* E/ECA/TPCW.8/1.

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A. ATTENDANCE AND ORGANIZATION OF WORK

1. The Seventh Conference of Chief Executives took place in Tripoli, in the Great Socialist Arab Jamahiriya under the chairmanship of Professor Adebayo Adedeji, the Executive Secretary of ECA. The Conference was officially opened by His Excellency Mr. Abu Sharia Farkash, Acting Secretary, Peoples Committee for Foreign Affairs of the Jamahiriya.

2. The Chief Executives and representatives of the following ECA-sponsored institutions attended the Conference: African Regional Organization for Standardization (ARSO), the Regional Centre for Training in Aerial Surveys (RECTAS), the Eastern and Southern African Mineral Resources Development Centre (ESAMRDC), the Eastern and Southern African Management Institute (ESAMI), the Regional Institute for Population Studies (RIPS), the Institut de formation et de recherche démographique (IFORD), the African Centre for Applied Research and Training in Social Development (ACARTSOD), the Centre régional de télédétection (CARTO), the African Institute for Higher Technical Training and Research (AIHTTR), the African Centre for Monetary Studies (ACMS), the African Association of Cartography (AAC), the Association of African Trade Promotion Organizations, ne Port Management Association of Eastern and Southern Africa (PMAESA), the African Regional Centre for Technology (ARCT), the Regional Centre for Services in Surveying, Mapping and Remote Sensing (RCSSMRS), the African Centre for Engineering Design and Manufacturing (ARCEDEM), the West African Clearing House (WACH), the African Development Bank (ADB), the Central African Mineral Resources Development Centre (CAMRDC) and the Economic Community of West African States (ECOWAS).

3. Representatives from the Economic Commission for Africa and the United Nations Development Programme were also present.

B. ADOPTION OF THE PROGRAMME OF WORK AND AGENDA

4. The Conference adopted the following programme of work:

(a) A General Management Seminar for Chief Executives 24-25 January 1987. The Summary of Resolutions and Recommendations of this Seminar are annexed to this report as annex I;

(b) Meetings of the Specialized Groups of ECA-sponsored Regional and Subregional Institutions 25 January 1987. The report of these meetings are annexed to this report as annex II; and

(c) The Seventh Conference of Chief Executives of ECA-sponsored Regional and Subregional Institutions 26-27 January 1987.

5. The Conference adopted the following agenda for the Seventh Conference proper of Chief Executives of ECA-sponsored Regional and Subregional Institutions:

1. Adoption of Agenda.

2. Matters arising from the Report of the Six Conference of Chief Executives:

   (i) Group Insurance Scheme;

   (ii) Harmonization and standardization of documentation and information systems.

3. The role of ECA-sponsored regional and subregional institutions in the implementation of the United Nations Programme of Action for Africa Economic Recovery and Development (1986-1990).

4. UNDP Fourth Cycle Regional Programme for Africa 1987-1991 and ECA Progress Report.

5. Relations between the substantive Divisions of ECA and the ECA-sponsored Institutions.

6. Presentation of reports of the meetings of the Specialized Groups.

7. The report of the Second United Nations Volunteers (U.N.V.) High Level Intergovernmental Meeting held recently in Maseru.

8. Tunisia and TCDC in Africa.

9. Report on the General Management Seminar for Chief Executives.

10. Any other business.

11. Date and venue of the Eighth Conference of Chief Executives.

12. Adoption of report and closure of the Conference.

C. ACCOUNT OF PROCEEDINGS

Opening of the Conference

6. In opening the Conference, the Acting Secretary, Peoples Committee for Foreign Affairs of the Jamahiriya, His Excellency, Mr. Abu Sharia Farkash, welcomed participants to the Conference and gave the assurance of the Jamahiriya to continue its support for the praiseworthy undertakings of the ECA-sponsored institutions in particular ACARTSOD for which it was providing host facilities.

He reviewed for the Conference, the steps that the Jamahiriya was undertaking in various sectors of economic and social development for the upliftment of the population. In this regard, he drew attention inter alia, to the increased local facilities for technical training which would enable Libyans and other African citizens to perform work being undertaken by foreigners at great foreign exchange costs; research work in various economic and social fields; rural development including the encouragement given to farmers and the provision of agricultural inputs aimed at stopping the drift of the population from the rural to the urban centres; the improvement of health facilities including the expansion of medical schools and the promotion of physical education; and the development of facilities for university and other institutions of higher education.

7. In his opening statement, the Executive Secretary of ECA drew attention to the important fact that the Conference was taking place soon after the adoption by the Special Session of the United Nations General Assembly of the United Nations Programme of Action for African Economic Recovery and Development. This Programme of Action though calling upon the international community to support and supplement Africa's efforts towards its own economic salvation, was adopted on the understanding that the economic and social development of Africa was the primary responsibility of African countries, their peoples and their institutions. In this regard, the Programme of Action envisaged a role for each and every one of the institutions and he hoped that these would be clearly defined during the course of the Conference.

8. The Programme of Action stressed the importance of the need for the institutions to improve their management systems and to harmonize their activities. It was, therefore, most opportune that the General Management Seminar for Chief Executives had been organized as part of the Conference and in this regard, the Executive Secretary thanked the representatives of ESAMI for their preparations for the Seminar. He also hoped that Chief Executives would bear in mind the need to harmonize activities during the course of the meetings of the Specialized Groups.

9. As regards the relationship between the institutions and ECA, the Executive Secretary sketched briefly the assistance which ECA had rendered and was rendering to the institutions, which had been appreciated by the relevant member States. These included the provision of technical services, assistance in membership drives and in persuading member States to pay their contributions, the neutral overview of the affairs of the institutions and the enabling of the institutions to take cognizance of the continental aspects of economic and social development. He also requested Chief Executives to provide ECA with a list of expertise available at their institutions which could be of use to ECA.

10. Finally, he urged Chief Executives in the discharge of their duties to bear in mind the renewed awareness of African Governments of their responsibility for the development of Africa.

Matters arising from the report of the Seventh Conference of Chief Executives (agenda item 2)

(a) Group Insurance Scheme

11. The Secretariat presented a progress report Working Document No. 1 (a) on this item. It was stated that so far only one institution namely ARCEDEM, had indicated its preference. However, since over two years had elapsed since the original group insurance policy proposals had been submitted to the Chief Executives concerned, it was advisable to write again for up-to-date proposals.

12. In the discussions that followed, it emerged that ARSO and ESAMRDC were insured with ALICO, ARCT was insured with Van Breda, ARCEDEM was in the process of insuring with Van Breda and ACAPTSOD had no insurance and was waiting for the common choice. Whilst both insurance companies were reputable, only ALICO had African-wide representation. It was decided that in order to dispose of the issue quickly, the Chief Executives of the Institutions concerned should telex the required information about their staff to the Executive Director of ARCT latest 15 February 1987 so that he could follow up the matter with the ALICO and Van Breda and conclude the matter not later than 31 March 1987.

13. It was explained that the reason why the Institutions avoided using African companies as their insurers was because they would only cover local staff.

(b) Harmonization and standardization of documentation and information systems

14. The Secretariat presented Working Document No. 1 (c), a paper entitled «Progress in the Implementation of Specific Action Recommended by Chief Executives of ECA-sponsored Regional and Subregional Institutions» and the Report of the meeting of Information Experts of ECA-sponsored Regional and Subregional Institutions held 31 March to 1 April 1986 at Addis Ababa, Ethiopia.

15. These documents reviewed what PADIS had been able to achieve with respect to the harmonization and standardization of the documentation and information systems of the institutions, and what it planned to do in the future. In respect of the former, the documents disclosed that in general and apart from the ADB, there were deficiencies in the information services systems of the institution. ARCT and ARSO had, however, made progress in the use of microcomputers for information and documentation purposes. Others like, IFORD, ARCEDEM and RECTAS

had plans to install microcomputers. With respect to specialized personnel, even those institutions possessing microcomputers did not have adequate trained manpower and only one institution, ARCT, had budgetted for the procurement of bibliographic material. To assist regional institutions, PADIS was in the process of strengthening its capability by acquiring the mini-micro CDS/ISIS system.

16. To offset the slow development of the harmonization and standardization of the information systems of the institutions, PADIS embarked upon related advisory services. In 1986, PADIS for instance, provided consultant services for RECTAS and IFORD in the selection of appropriate hardware and corresponding software. During the same year, PADIS conducted training seminars in Yaounde, Cameroon and in Addis Ababa, Ethiopia, though not directly for personnel from the institutions. During the year under review, PADIS increased its efforts to create PADIS subregional co-ordination centres in the North, Eastern and Southern, Central and West Africa. The coming activities of PADIS for the year 1987, were then outlined. A request form for selective dissemination of information by PADIS was distributed for the use of Chief Executives who might wish to obtain information available at PADIS.

17. In addition to the foregoing, PADIS had in implementing their recommendations of the meeting of Information Experts, inaugurated the publication of a Newsletter to appraise the institutions of the software available at PADIS and to encourage them to participate in the regional network of PADIS; was using its resources towards the harmonization of the information and documentation systems of the institutions; diversified its software and hardware so as to make them compatible with those of the institutions; and where it had been approached by the institutions concerned, given advice on computer configurations to be acquired in order to ensure compatibility with the regional network of PADIS.

18. After considering the reports submitted, it was decided that a Standing Committee on the Harmonization and Standardization of the Documentation and Information Systems of the ECA-Sponsored Regional and Subregional Institutions (SCOHSDIS) should be established on which the institutions including ECOWAS, would be represented and to be convened once a year to monitor progress made in the harmonization and standardization of the documentation and information systems of the institutions including the establishment of formal agreements outlining the modalities for co-operation within the framework of the regional network of PADIS. The meetings of SCOHSDIS should be convened by PADIS and the reports of their meetings submitted to the Annual Conferences of Chief Executives. The first meeting of SCOHSDIS should prepare its terms of reference which should also include the issues referred to hereinbefore.

19. The importance of establishing an African information and documentation system could not be over emphasized and in this regard it was gratifying to note that the Vice Chancellors Presidents and Rectors of African Institutions of Higher Learning at their third ECA/AAU Conference held in Harare, Zimbabwe,

from 19-21 January 1987, had agreed to make available to PADIS all these and dissertations that had so far been produced on development questions and to set up mechanisms for co-operation in the training of information and documentation personnel in co-operation with PADIS. In order that the regional network should be efficient and effective, it was proposed that it should also be compatible with international networks.

20. The Conference congratulated the Director of PADIS for the good work done.

The role of ECA-sponsored regional and subregional institutions in the implementation of the United Nations Programme of Action for African Economic Recovery and Development (1986-1990) (agenda item 3)

21. The Secretariat presented Working Document No. 2 on this item which outlined the steps taken which had culminated in the adoption of the United Nations Programme of Action. This Programme of Action identified priorities for implementation by African Governments at the national, subregional and regional levels in agricultural developments; other sectors in support of agriculture (development of agro-related industries, development of transport and communications, trade and finance); drought and desertification, human resources development, planning and utilization; and policy reforms (affecting inter alia, the improvement of economic management and population policy). In this regard, it was pointed out that there was a role for each and every one of the institutions to play in the implementation of the identified priority areas and examples were given to illustrate this. Chief Executives were asked to study the Programme of Action in detail and to define what steps their institutions would take to meet the challenges posed by the Programme of Action including the necessary review of their work programmes to ensure consistency with the Programme of Action, and the preparation of related medium term programmes.

22. The Programme of Action had also urged African multinational institutions to improve their management systems, rationalize their activities and eliminate the duplication of efforts. The General Management Seminar for Chief Executives which had just been held was a useful contribution towards this.

23. The Executive Secretary of ECA drew the attention of the Conference to the following developments which had taken place since the adoption of the Programme of Action. The Secretary-General of the UN had established a Steering Committee which was been chaired by the Director General of UN with the Executive Secretary, as Vice Chairman, to monitor the implementation of the Programme of Action and prepare related reports for submission to the General Assembly. In addition a UN Interagency Task Force had been established under the chairmanship of the ECA Executive Secretary which would have as its core members UNICEF, UNDP, UNCTAD, IFAD, WFC, WFP, FAO, ECA, and UN Headquarters. Because of the expected increasing role of ADB in African development, it had, though not a member of the UN system, been made a member of the Interagency Task Force.

24. He also pointed out that in order to obtain a continuous flow of information as to what was happening with respect to the implementation of the Programme of Action by African Governments as well as non African Governments, and institutions, a questionnaire had been sent out and it was hoped that the information that these would evince could be analyzed in time for presentation to the forthcoming meeting of the ECA Conference of Ministers. There was also now in the field, an ECA, FAO and UNICEF team which was to find out what selected African countries, African IGOs and UN agencies were doing towards the implementation of the Programme of Action and it was also hoped that its report could be submitted to the forthcoming meetings of the ECA and OAU Conference of Ministers and Session of the General Assembly. The third important step which was been planned, was a major international Conference to be organized by ECA in collaboration with OAU and ADB and with the financial assistance of UNDP to be held in Abuja in Nigeria on the first anniversary of the Special Session of the UN General Assembly, on Africa's Economic Recovery and Development. This important Conference which would also be attended by persons from all over the world in their own personal capacities, would enable the issue of African Economic Recovery and Development to be kept alive, as is proper, in Africa. Chief Executives who were able to do so, would profit from attending the Conference.

25. A sectoral meeting on the human dimension to structural adjustment will be organized by the United Nations System under the leadership of ECA as part of the implementation of the Programme of Action, in October 1987 at Libreville, Gabon. Chief Executives who were interested in attending the Conference would be welcomed.

26. The Executive Secretary then adverted to the slight general improvement in the economic performance of the continent at the end of last year. This was encouraging considering that the last five years had witnessed a consistent downward trend in the African economy. Another good sign was that finally, the rate of food production had overtaken the rate of growth of the African population, and in this regard, related studies prepared in collaboration with RIPS and IFORD could be presented to the Abuja Conference.

27. The Chief Executive of AIHTTR drew the Conference's attention to the fact that it had a role to play in the implementation of the Programme of Action with respect to human resources development, planning and utilization. The Chief Executive of AAC emphasized the importance of cartography in the implementation of the Programme of Action and also referred to a related seminar which the members of the Earth Resources Group planned to organize in 1987 on the identification of new projects of common interest. He then requested ECA and OAU to take the most appropriate steps to ensure the amalgamation of AAC and ARSC and the optimum co-ordination of activities among all institutions. Several Chief Executives and representatives of institutions (ADB, AATPO, CRTO, ARCEDEM, AAC, ARSO, AIHTTR) gave brief general accounts of what their institutions could do or were already doing, in the implementation of Programme of Action. Attention was then drawn to the UNDP/TCDC regional meeting which was to be held in Harare, Zimbabwe, in April 1987 on food production within the general framework of the implementation of the Programme of Action and it was suggested that it would be useful for the institutions concerned to be represented at the meeting.

28. In answer to a question, the Executive Secretary outlined what was being done within the framework of ECA and OAU about the external debts problems of African countries.

29. Finally, Chief Executives were urged to study carefully the Programme of Action and to articulate concrete work programmes that their institutions would implement in connection with the programme of action. It was most important that they should not only be but also be seen to be, closely associated with the African Economic Recovery and Development programme by their policy organs as well as by their constituent member States. Chief Executives must intensify co-operation among their institutions and should bring to the attention of ADB, which was soon to obtain increased funds for African development, and to such economic groupings as ECOWAS, PTA and ECCAS, the special expertise available within their institutions which could be used by ADB and the economic groupings.

UNDP Fourth Cycle Regional Programme for Africa 1987-1991 and ECA Progress Report (agenda item 4)

30. The Chief of TACOO presented Working Document No. 1 (b) on this item. He outlined the process that had led to the initial selection of projects for UNDP financing and the finalization of the selection of projects by the Extraordinary Session of the ECA Conference of Ministers which was held in Addis Ababa, Ethiopia, 13-15 October 1986. The Extraordinary Session had ensured that the projects submitted were consistent with the Africa's Priority Programme for Economic Recovery and the UN Programme of Action for African Economic Recovery and Development. In addition, the Extraordinary Session had requested that the regional programmes for funding by UNDP should give consideration to activities related to economic co-operation, the joint management of river and lake basins, the development of human resources and the integration of women in development. He then outlined the steps that were to be undertaken in the interim and drew attention to the fact that in the meantime UNDP had already actually decided to allocate funds for four projects concerned with crime prevention and the treatment of offenders, the reactivation of the activities of the ECA MULPOCs, assistance to African IGOs in the preparation and co-ordination of their project submissions for financing under the UNDP Fourth Regional Programme for Africa, and high-level seminars to take stock of existing high-level African experience.

31. The Conference was informed that Chief Executives concerned had been notified of the new format to be used in the preparation of projects and that the time for their submission had been extended for a further six months but the actual deadline would be 15 days after the UNDP Fourth Cycle Regional Programme seminar scheduled to take 2-4 March 1987 at Addis Ababa, Ethiopia.

32. It was pointed out that the understanding that had been reached with the UNDP was that projects originating South of the Sahara would be considered for financing by the Africa Bureau of UNDP and those originating from North of the Sahara by the Arab Bureau of UNDP. It was admitted that the Arab Bureau

had not been functioning properly because it did not have a head for long stretches of time and Chief Executives of institutions based North of the Sahara should investigate the possibilities of funding for their projects by the Arab League and the Islamic Bank. TACOO should criculate to all institutions relevant co-operation agreements entered into and to be entered into between ECA and possible donors.

Relations between the substantive divisions of ECA and the ECA-sponsored institutions (agenda item 5)

33. The Secretariat presented Working Document No. 3 on this item which drew attention to the decision taken by the ECA Conference of Ministers that there should be established within the Cabinet Office of the Executive Secretary an adequately staffed co-ordination unit which could follow more acitvely and on a continuous basis the activities of the institutions with a view to promoting their effecitve harmonization.

34. The working document also outlined the functions of the Executive Secretary of the ECA vis-à-vis the institutions, which had been vested in him by the various basic documents establishing the institutions concerned. Where no statutory functions had been vested in the Executive Secretary, ECA had nevertheless rendered and would continue to render technical and other assistance to the institutions involved. In general, the role of ECA had been beneficial and appreciated by the member States of the institutions.

35. Among the proposals made for the improvement of relations between ECA and the institutions were: regular consultations between substantive divisions of ECA and the institutions in the formulation of their work programmes so as to avoid the duplication of activities; the greater use of the institutions by the substantive divisions of ECA in the undertaking of specialized activities; the identification by TACOO of potential donors and assistance in the mobilization of funds for the institutions; the avoidance of cumbersome administrative procedures where substantive divisions of ECA were involved in the supervision of the spending of extrabudgetary funds in connection with the institutions; and the establishment of regular links between PADIS and the institutions.

36. It was agreed that since substantive discussions on the relationship between the ECA divisions and the institutions could not be carried out in the absence of ECA division and section chiefs, this agenda item should be considered at a time when all Chief Executives and ECA division and section chiefs could be present. The issue was one that had to be considered frankly and freely and not swept under the carpet if a healthy and efficient relationship was to be developed. It was therefore agreed that the meeting of Chief Executives and ECA division and section chiefs would take place at Nazareth, Ethiopia,

28 February to 1 March 1987 and that Chief Executives should telex their comments on the issue as soon as possible to ECA and that ECA division chiefs will also be asked to produce their comments. All these comments will be used in preparing the background paper to the meeting. In addition, the summary of recommendations of the General Management Seminar relating to relationship between the ECA divisions and the institutions would also be considered by the meeting.

Presentation of the Reports of the meetings of the Specialized Groups (agenda item 6)

37. As usual, the various specialized groups held their annual meetings during the course of the Conference and the reports of these meetings which were presented to the Conference are annexed to this report as annex II.

Report of the Second United Nations Volunteers (U.N.V.) High Level Intergovernmental Meeting held recently in Maseru (agenda item 7)

38. An oral presentation was made by the Secretariat concerning the Second United Nations Volunteers High Level Intergovernmental meeting that was held in Maseru, Lesotho towards the end of 1986.

39. Some of the institutions like ARCT, AATPO and CRTO had used UN Volunteers and the Programme would like to increase the use of such volunteers. Chief Executives who would like to take advantage of this should send their applications to the U.N.V. Programme Director through the National UNDP Resident Representatives with the copies of such applications to the Chief of TACOO who would follow the matter up from his end. It was also pointed that the UNV Programme was a flexable one and was not necessarily tied to UNDP projects.

Tunisia and TCDC in Africa (agenda item 8)

40. The Executive Secretary introduced the Note Verbal from the Tunisian mission to the OAU which drew attention to the National Workshop on Technical Co-operation which was being organized by the Tunisian Government in collaboration with UNDP, from 20-24 April 1987 in Tunis, Tunisia, as part of the Tunisian Government's implementation of UNPAAERD. Institutions which could send their representatives to the meeting could do so. The Chief Executive of AAC pointed out that the Workshop will provide an opportunity for the formulation of South/South projects for which funds would be raised by the Tunisian Government.

Report on the General Management Seminar for Chief Executives (agenda item 9)

41. The General Management Seminar for Chief Executives which was organized by ESAMI took place at the same venue as the Conference from 24 to 25 January 1987. This Seminar consisted of the showing of a film on the «Effective Executive» followed by discussions about the film and the presentation of papers by the representatives of ESAMI on the Tasks and Responsibilities of Chief Executives and Managerial Challenges to Chief Executives of ECA-sponsored institutions after which general discussions were held. The summary of resolutions and recommendations adopted by the Seminar are contained in annex I to this report.

42. The issue of a common Laissez-Passer for officials of the Institutions were raised and it was decided that a common ID and possibility a Laissez-Passer to be issued under the aegis of ECA, should be designed and submitted to the Nazareth Meeting which is to be held 28 February to 1 March 1987.

Any other business (agenda item 10)

43. The Executive Secretary informed the Conference this would be the last time that Mr. A.M. Akiwumi who was retiring soon, would service the Conference of Chief Executives. He paid tribute to the work that Mr. Akiwumi had done in connection with the Conference of Chief Executives and the development of the institutions.

44. During this item Chief Executives were reminded to send in their contributions for the Third Bulletin on ECA-sponsored Institutions to ECA by the end of September 1987 so as to enable the publication of the Third Bulletin to coincide with the Thirteenth Meeting of the ECA Conference of Ministers and the 30th Anniversary of ECA.

45. The Chief Executive of AATPO described the acute financial crisis facing his Institution and called upon ECA to assist his institution to overcome its financial crisis. In this connection he presented a paper which is attached to this report as Annex III. The Executive Secretary promised to do what he could and regretted the fact that the Buffer Fund which had been designed to assist institutions in such financial crisis, had failed to see the light of the day.

Date and venue of the Eighth Conference of Chief Executives (agenda item 11)

46. It was decided that the Eighth Conference of Chief Executives will take at the headquarters of AATPO, Tangiers, Morocco on dates to be determined during the fourth quarter of 1987 in consultation with the Executive Director of AATPO.

Adoption of report and closure of the Conference (agenda item 12)

47. After considering the report, the Conference adopted it as amended. The Conference was then declared closed.

SUMMARY OF RECOMMENDATIONS OF THE CHIEF EXECUTIVES OF ECA SPONSORED INSTITUTIONS

The Chief Executives of ECA-sponsored institutions examined performance problems affecting their institutions at the Executive Development Seminar held in Tripoli, 24-25 January 1987 and agreed on the following recommendations:

1. Relations between ECA and the ECA-sponsored institutions

1.1 The constitutional functions vested in the Executive Secretary vis-à-vis the institutions should be seen as being exercised by him and nobody else.

1.2 The ECA should set up a pool (Unit) of specialized experts at the Cabinet Office of the Executive Secretary to increase ECA capabilities in responding to the needs of the ECA-sponsored institutions.

1.3 ECA should delegate a substantive part of its project execution powers to the institutions concerned.

1.4 ECA should streamline the procedures involved in purchasing and in releasing approved project funds.

1.5 Heads of substantive Divisions of the ECA should attend forums where the relations between the ECA and the institutions are discussed.

2. Host Government and ECA-sponsored institutions

2.1 Host Governments should respect the commitments made and immunities and privileges provided in the headquarters agreements.

2.2 Host Governments should provide adequate physical facilities required for proper functioning of the institutions.

2.3 The Chief Executives should maintain a high degree of diplomacy and tact in dealing with host Governments.

3. Member States and ECA-sponsored institutions

3.1 Chief Executives should continue their efforts in cultivating better understanding with member State.

4. Relations between ECA-sponsored institutions and other institutions

4.1 Pan-African activities of the ECA-sponsored institutions should be reconciled with programmes of subregional economic groups.

4.2 ECA-sponsored institutions should avoid duplication of their activities by merging or streamlining their programme formulation and execution.

4.3 Subregional Economic Groupings should be advised by the ECA to use the services of ECA-sponsored institutions.

5. Donors and ECA-sponsored institutions

5.1 ECA-sponsored institutions should co-ordinate their approaches in seeking funds from donors.

5.2 Donors should be persuaded by the ECA to support the activities of regional institutions in addition to their bilateral aid programmes.

6. Institutional development

6.1 In view of financial constraints, Chief Executives should produce plan scenarios.

6.2 A specialized planning seminar should be organized to expose Chief Executives to the mechanisms and techniques of planning and management.

ANNEX II

I. Report of the Social, Development Planning and Management Group

As the Chief Executives of the other institutions, ACARTSOD, ESAMI and IDEP were not available, only those of RIPS and IFORD met to exchange views on collaboration between their two organizations.

(a) Teaching

The two Institutions have as their principal responsibility the training of Demographers or Population Experts through classroom work and standard field research. Both Institutions have limited academic staff and while their programmes run full-year, there is the additional constraints imposed by language differences. As such, it has been difficult to exchange lecturers.

However, in view of the fact that IFORD has yet to mount its Ph.D. programme, it is proposed that IFORD students with limited language difficulties who meet the admission requirements of the Institute and the University of Ghana, would be encouraged to pursue the course of study leading to the Ph.D. degree at RIPS.

In addition, effort would be made to facilitate the exchange of staff and students during the end-of-year seminar defence of students' dissertations.

(b) Research

During the Sixth Meeting of Chief Executives held in Nairobi in January 1986, the Directors of the two Institutes developed the skeleton of a joint research proposal on the modalities of integration of population variables in development planning. Consultations have continued on both the finalization of the project document and fund raising for its implementation. It is expected that joint analysis, evaluation and publication will be undertaken.

(c) Documentation and Information

Both RIPS and IFORD are participating centres of ECA POPIN-Africa Project. In this respect, each Institute assembles and publishes population information relevant to their respective subregions of operation. These publications are regularly exchanged between the two institutions as well as fed into the POPIN-Africa data bank. Other publications, such as the Monograph series and Newsletters, are also exchanged on regular basis.

(d) Meetings, seminars and conferences

In the past joint technical workshops and seminars attended by staff and students of both Institutes as well as by representatives of member States were organized. As these meetings have proved to be very useful particularly to students and representatives of member States, it is proposed to continue to organize such activities in the future. The practice of inviting staff members of each Institute to the meetings organized by the other will be continued.

II. Report of the Trade and Transport Group

Attendance

The meeting was attended by: Dr. Farouk Sharkweer, Secretary-General of AATPO; Mr. Z. Felleke, Secretary-General of ARSO; Mr. A.S.M. Janguo, Chairman of PMAESA; Dr. Daniel Faux, Director of Transport, Communication and Energy, ECOWAS.

Finance Limitation

Due to financial crisis facing AATPO last year, AATPO's Secretary-General who was also the group's chairman, was not in a position to co-ordinate effectively the Group's activities.

AATPO representatives visited the ECOWAS secretariat in May 1986 to co-ordinate programmes of organizations in the exchange of information, exchange of experts and seminar participation. A joint ARSO/ECOWAS survey on standardizatio certification and metrology was undertaken in the ECOWAS subregion with a view to developing these activities at national and subregional levels. The report to this survey is to form the basis for continued ARSO/ECOWAS programme of activities in the West African subregion.

Co-ordination of activities

The group decided, despite the difficulties of last year, that co-ordination should be promoted through the exchange of work programmes of the institutions and missions to each other.

The meeting having endorsed the importance of joint programmes as undertaken by AATPO/ECOWAS and ARSO/ECOWAS, urge the institutions to intensify their efforts in the implementation of joint programmes at regional and subregional level.

Election of new Chairman

The meeting elected Mr. A.S.M. Janguo, Chairman for the year 1987.

III. Banking and Finance Group Report

Members

African Development Bank (ADB), West African Clearing House (WACH) and African Centre for Monetary Studies (ACMS).

The representatives of ADB, ACMS and WACH met and exchanged notes about their activities with respect to the finance and promotion of regional trade. The complementary and the mutually re-inforcing nature of their activities in the field of trade promotion into subregions and region of Africa was noted. It was observed that ADB was giving serious consideration to new ways of promoting trade expansion among their member countries. In this connection,

it was considering the possibility of using financial resources which lie idle in the interim periods while longer term projects were being finalized. WACH on the other hand was redoubling its efforts to promote greater use of its clearing facility which would enable its member countries to conserve the use of scarce foreign exchange resources. The organizations pledged to see how their activities could be geared towards the implementation of the UNPAAERD.

IV. Report of the Industrial Development and Services Group

1. Opening of the meeting

The meeting was held at 2.00 p.m. on January 25, 1987 in Tripoli and attended by:

Prof. Dr. M.F. Saad - Chairman, Director-General, AIHTTR
Dr. D.B. Thomas - Executive Director, ARCT
Mr. Z. Felleke - Secretary-General, ARSO
Dr. H. Amiar - Executive Director, ARCEDEM

2. Report of activities of the institutions

(a) ARSO: During the last year 1986, ARSO implemented the following programme elements:

(i) Assistance to member States in strengthening their national machineries for Standardization, Quality Control, Certification and Metrology and Documentation and Information Systems;

(ii) Operation of training workshops on standardization;

(iii) Development of African regional standards;

(iv) Establishment of an ARSO network of documentation and information system on standards and technical regulations.

(b) AIHTTR: During the last year 1986, AIHTTR implemented the following approved work programme activities:

(i) Implementation of training workshops on:

- Training Methodology for Industrial Trainers.
- Agricultural Engineering (Farm Mechanization).
- Continuous Training and New Developments in Training in new areas of technology.

(ii) Preparation of a project document for the Physical Development of the Institute (Phase I);

(iii) Preparation of the work and the provision of secretarial services to the Ad Hoc Committee appointed by the Fifth Governing Council of the Institute to review the Constitution, conditions of services, salary scale, financial rules and regulations of the Institute;

(iv) The construction of a workshop in Arusha, Tanzania;

(v) Training of 17 participants in Ibadan and Hungary from 12 African member States.

3. Joint project activities

(a) Electric motor project: Following the fact finding mission to Zambia and Zaire, the project has reached a stage where a project document has to be prepared, for this the Group has written to ECA requesting for the assistance of a consultant whose terms of references have been forwarded to ECA. It has come to the knowledge of the Group that Tanzania and Zimbabwe are producing electric motors of various capacities. In the light of the above, the Group is of the opinion that those countries wishing to produce electric motors could initiate projects and the four institutions in the Group stand ready to assist in advisory or other capacities.

(b) A joint ARSO/ARCEDEM project on the reduction of the varieties of trucks and trailers was initiated in 1985 ARSO is at present developing regional standard, aimed at reducing the variety of trucks and trailers over the region by standardizing their basic elements.

(c) Efforts continued on the joint ARCT/ARCEDEM project to collaborate in the development of hardware for "Maize shelling and rice milling equipment" based on the outcome of the work of demonstration units established by ARCT.

4. Co-ordination of programmes

The four Institutions of the Group continued to explore the possibility of recommending viable modalities for the co-ordination of their activities, including joint programmes of work and a single policy organs for the four Institutions.

5. Election of new Chairman

The Group elected Dr. D. Babatunde Thomas as the new chairman of the Group for the year 1987.

(c) ARCT: During the last year 1986, ARCT implemented the following approved work programme activities:

(i) Promotion of the development and application of indigenous and other technologies in:

- the food sector on production and the reduction of post-harvest food losses,
- new and renewable sources of energy with particular emphasis on bio-mass technology,
- capital goods production with emphasis on the food and energy sectors,
- the development of national capabilities in technology policy and planning.

These activities were carried out through the dissemination of information and documentation, the development of a data base, manpower training and provision of technological advisory services.

(ii) The Centre also inaugurated a new publication called "ALERT-AFRICA", regularly apprised policy makers of the implications of advanced technology for African countries and initiated work jointly with WIPO on the award of gold medals and certificates to African inventors and innovators.

(d) ARCEDEM: During the last year 1986, ARCEDEM implemented the following activities:

(i) Movement from the old temporary site to the new permanent site;

(ii) Resolution of the initial problems encountered with the building contractors which has enabled construction work to be resumed;

(iii) Completion of the administrative building, student hostels and the machine workshop;

(iv) The installation of nearly all the machines, and the roads leading to the workshop are in the process of being completed;

(v) The machine workshop will be inaugurated next March depending on the availability of water and electricity.

6. Any other business

In connection with the reformulation of project documents for the Fourth UNDP Programming Cycle, the Group felt that the ECA should provide guidance. Furthermore, the four Institutions resolved to utilize each others services through subcontracting in the implementation of the various components of the projects.

7. Closure of the meeting

The meeting was closed at 4.45 p.m.

V. The report of the Earth Resources Group

1. Organization and attendance

The meeting of the Earth Resources Group took place at the Tourist Village of Janzour in Tripoli, Libya on 25 January 1987.

The meeting was attended by the following persons: Dr. Ing. Fezzani Chedly, Secretary-General of AAC; Mr. Okio Leon, Director-General, Regional Remote Sensing Centre (CRTO); Engr. Chatue-Kamga, Director-General, Central African Mineral Resources Development Centre (CAMRDC); Mr. B.A. Sikilo, Director-General, Regional Centre for Surveying, Mapping and Remote Sensing

(RCSSMRS); Prof. O.O. Ayeni, Director, Regional Centre for Training in Aerial Surveys (RECTAS); Mr. F.E. Ngungangwa, Head, Mineral Exploration Department, Eastern and Southern African Mineral Resources Development Centre (ESAMRDC).

2. Opening of the meeting

In the opening statement Mr. Fezzani Chedly, Secretary-General of AAC stated the objective of the meeting and expressed the need to elect officers.

3. Election of officers

The following persons were unanimously elected as officers:

Dr. Ing. Fezzani Chedly - Chairman
Mr. F.E. Ngungangwa - Rapporteur

4. Adoption of agenda

The following agenda was unanimously adopted:

(a) Review of the activities of the institutions since the Sixth Conference of Chief Executives held in January 1986 in Nairobi, Kenya.

(b) Progress report on the proposed merger of ARSC and AAC.

(c) Report on the celebration of the year of Cartography in Africa.

(d) Dissemination of information amongst institutions within the group.

(e) Contributions of the Earth Resources Group to the African Priority Programme for Economic Recovery.

(f) Dr. Fezzani Chedly's paper.

5. Account of proceedings

A. Review of activities since January 1986

Each institution reviewed its activities since January 1986 as follows:

(a) RECTAS:

(i) It continued to offer regular courses mainly in photogrametric operator's, technician's and technologist's courses and certificates in photointerpretation.

(ii) RECTAS has also expanded its physical facilities by way of buidling two bungalows consisting of offices, class rooms and library.

(iii) Also in the field of consultancy it has obtained contracts for mapping four towns in Nigeria.

(iv) It also has drafts of the second Five Year Development Plan which will be considered at the next meeting of the Governing Council;

(v) Acquired microcomputers to support academic programmes.

(b) RCSSMRS: Continued with the following activities:

(i) Training on the job of nationals in the application of remote sensing to agriculture, good water, environmental and natural resources inventory, analysis and development;

(ii) Production of photo maps of small scale using satellite imagery (photo mapping techniques) on behalf of member States;

(iii) Repair and maintenance of equipment in eight countries of the East and Southern subregion;

(iv) Established an early warning and crop yield forecasting system in Sudan as a model to other African countries;

(v) Formulated a five year plan (1986-1991) which was approved by the Governing Council and Conference of Ministers;

(vi) Prepared a physical development plan which will take into account the construction of a good Receiving and Processing Station;

(vii) Prepared to negotiate projects for the establishment of a geographical information and early warning system;

(viii) Completed ADOS of 43 countries in Africa and started computation;

(ix) Installed computer processing capacity for remote sensing and geodesy.

(c) CRTO: Since January 1986:

(i) Training course in general application of remote sensing - " one in English and one in French and a special course in Remote Sensing applied agricultural statistics;

(ii) Since October 1986 - started training course in French for nine months in Remote Sensing;

(iii) Acquired a computer for image processing;

(iv) Implementation of projects in Burkina Faso and Niger;

(v) Organized a Donors meeting on the Financing of the Five Year Plan the main objective of the plan is to strengthen the capacity of the Centre towards the implementation of APPER.

(d) AAC: Four projects are being directly implemented or contributed to by AAC:

(i) International programme for hydrogeologic cartography of Africa. The programme was initiated by OAU in close co-operation with AAC. Several protocols were signed between AAC and different institutions to implement this programme.

(ii) A project to standardize the specifications of topographic maps in Africa.

(iii) A project to survey manpower and training needs in cartography.

(iv) A project of integrated geodesic network of Africa. AAC also participated in organizing several African meetings and acts toward amalgamation with CAT.

In 1986, the host country offered AAC a new Headquarters building under previous engagements.

(e) Summary of CAMRDC 1986 activities

(i) Continuation of the survey (started in 1985) of gold, precious and semi-precious stones in member countries of the Centre.

(ii) Inventory of other useful mineral substances in the subregional countries our project to establish a metallgenic map (on integral part of resources inventory of Africa) has a precise objective i.e. to establish better knowledge of the potential mineral resources, factors to survey these minerals at their sites.

(iii) Consultancy services provided by the Centre to participating States. A mission to Equatorial Guinea to develop national geological and mineral services, a documentation unit and to study a number of projects and proposals for the exploitation of mineral resources (cement and bricks)

(iv) Gathering geological and hydrogeological data in the subregional countries. This data will be completed later in order to be adequately studied.

(v) To conduct a general geological and geochronological study in the subregional countries within the framework of the activity carried out in collaboration with the UNESCO.

Other activities

A seminar on the utilization of telediction for the research and mines exploration, to be organized in co-operation with ERTS-Zaire. This seminar was held in Kinshasa 11-14 December 1986.

The preparation of a project on the plan of action and the resources needed (1987-1990).

Preparation of a request for bilateral and multilateral assistance to CAMRDC (a request has already been submitted for the recruitment of personnel).

Project implemented by ESAMRDC

Listed below are projects implemented between January and December 1986.

(a) Development of Small Scale Mining Operations (subregional project) for instance:

- Economic Evaluation of Minjingu Phosphate Mine (Tanzania)
- Economic Evaluation of Buck Reef Gond Mine (Tanzania)

(b) Laboratory Services for Testing Physical/Mechanical properties of rock/soil specimen for instance:

- Establishment of the Rock/soil Mechanics Laboratory of ESAMRDC
- Preliminary Geotechnical Appraisal of North Lega Dembi Deposit, Adola gold exploration project, Sidamo Region (Ethiopia)
- Instrumentation and Principles of measuring rock mass properties required for the establishment of a Rock Mechanics In-Situ Testing Unit at the ESAMRDC

(c) Preparation of Inventories of Mineral Resources of Orogenic Belts (Subregional Project) for instance:

- An Inventory of Mineral Resources of the Mozambiquan Fold Belts of Kenya, Malawi and Tanzania
- An Inventory of Mineral Resources of the Mozambiquan Fold Belts of Uganda, Ethiopia and Zambia
- An Inventory of Mineral Resources of the Ubendian Fold Belt of Zambia.

(d) On the job training in rock/soil mechanics.

(e) Utilization of indigenous mineral raw materials and rocks as fertilizers and soil conditioners

(f) The Centre also organized meetings of its policy organs: Executive Board meetings in February and September 1986 and Governing Council meeting on 1-2 October 1986.

B. Progress report on the proposed merger of AAC and ARSC

Concerning the merger of the AAC and ARSC an extraordinary meeting was due to be held from 15 to 20 December 1986. The meeting was postponed three days before the fixed date without any justification being given. OAU and ECA were to have participated in this meeting. It is now to take place in March 1987.

It is essential that OAU and ECA should take over the arrangements for holding this meeting and to notify member States and organization so as to enable their effective participation. The Group recommended that ECA and OAU should take appropriate action in this respect in order to achieve the merger in shortest possible time.

C. Report on the celebration of the year of Cartography in Africa

At the Sixth UN-Cartography Conference for Africa there was a special Session to make the year of Cartography in Africa on 15 November 1986. Three key-role addresses were given by the distinguished African scholars. In addition Africa and international cartographic organizations mounted a map exhibition involving various types of maps and remote sensing products related to Africa. Many African countries gave reports about the celebration of the year of cartography in their respective countries. It was proposed that a date should be declared the Day of Cartography in Africa which should be observed annually.

D. Dissemination of information among institutions within the Group

The Group decided to continue to take the following actions:

(a) Exchange of periodicals such as newsletters or bulletins;

(b) Exchange of other publications and work programmes as exemplified by RCSSMRS;

(c) Invitations by facilities existing in various institutions within the Group.

E. Contributions of the Group of solutions to some African problems in its field of expertise

The following suggestions were made:

(a) Each institution was urged to review its programme along the lines of the Lagos Plan of Action and APPER;

(b) Each institution should also address itself to the provision of adequate maps and resource development techniques and also training of manpower through which problems and sufferings afflicting Africa could be alleviated.

(c) It is proposed that a seminar be conducted by ECA/OAU consisting experts to discuss the contribution of earth resources group to the fulfilment of the Lagos Plan of Action and the implementation of APPER 1986-1990 vis-a-vis UNPAAERD.

The seminar should be held before the proposed Conference of Ministers responsible for survey matters, if possible, before mid 1987.

F. Dr. Fezzani Chedley's report

The Group examined the paper prepared by Dr. Ing. Fezzani Chedly, Secretary-General of AAC which highlighted the importance of the contribution of earth resources institutions to the economic development of Africa.

It is agreed that each institution should make an attempt to respond to the issues raised in the paper.

ANNEX III

EMERGENCY MEASURES TO ALLEVIATE THE CRITICAL FINANCIAL CRISIS OF THE ASSOCIATION OF AFRICAN TRADE PROMOTION ORGANIZATIONS

RECOMMENDATIONS FORMULATED AT MEETINGS HELD BETWEEN THE AATPO SECRETARY GENERAL AND ECA OFFICIALS

Following meetings held on 1 December 1986 between Dr. Farouk Shakweer, Secretary-General of the Association of African Trade Promotion Organization (AATPO) and Dr. B.W. Mutharika, Director, International Trade and Finance Division at ECA on emergency measures to alleviate the critical Financial crisis of AATPO and orientation of the African Association of Trade Promotion Organizations, the following conclusions were reached.

It was proposed that in addition to the detailed memorandum sent by Dr. Farouk Shakweer, Secretary-General of AATPO, giving detailed financial analysis, a proposal be made to Mr. Ide Oumarou, Secretary-General of OAU and Prof. Adebayo Adedeji, Executive Secretary of ECA for short term emergency measures to deal with AATPO's financial crisis and medium-term proposals to improve AATPO's efficiency and strengthen it for the fulfilment of objectives specifically assigned to the Association in the Lagos Plan of Action.

A. SHORT TERM EMERGENCY MEASURES

Situation

To-date, arrears on contributions on member's contribution to AATPO's budget amount $US2,325,117. Several letters and reminder cables have repeatedly been sent to all member States in arrears and AATPO's Secretary-General undertook about 10 missions to member States for the collection of overdue contributions. In spite of promises, only the Kingdom of Morocco (host country) paid its dues. As a result of this the financial situation has become very critical: no salaries have been paid to staff for the past eight months; supplies and services (telephone, telex, water, electricity) were cut. The Ministers of Foreign Affairs of Morocco and Egypt were informed and they advised the Secretary-General of AATPO to apply for emergency assistance from OAU and ECA.

B. PROPOSED EMERGENCY MEASURES

An Appeal is hereby made to H.E. Mr. Ide Oumarou, Secretary-General of OAU and Prof. Adebayo Adedeji, ECA, Executive Secretary to find measures to bail out the organization from the present situation as soon as possible. For this purpose, it is suggested that such measures could include:

(a) To grant immediately emergency funds to AATPO amounting to $US105,000 as a grant. This would enable AATPO to pay salaries of staff and function for three months while results for financial support already requested from bilateral donors and other agencies (UNDP, EEC, USAID) materialize:

(b) A strong letter of appeal should be addressed jointly by the Executive Secretary of ECA to the Host Government (Morocco) inviting it to help alleviate AATPO's financial crisis by granting AATPO a donation of $US100,000 for the coverage of immediate obligations for the minimal functioning of AATPO's secretariat;

(c) A joint strong letter of appeal to all member States should be sent by Mr Ide Oumarou and Prof. Adebayo Adedeji, inviting them to pay their arrears to the AATPO budget within the next three months or face a possible dissolution of AATPO which was supported under the Lagos Plan of Action;

(d) AATPO's application for a soft laon of $US100,000 (pending the outcome of its forthcoming campaign for emergency collection of contributions) should be favourable considered by the OAU Secretariat as soon as possible.

(e) The AATPO emergency situation should be considered by the substantive organs of the OAU including the Advisory Committee on Administrative and Budgetary matters and the Council of Ministers of OAU during their next meeting to be held in February 1987.

C. MEDIUM-TERM MEASURES

For the long-term recovery of AATPO and the increase of its efficiency as a viable regional trade promotion organization, it is proposed:

(a) That a special session of the General Assembly of AATPO should be held by its members during the ninth session of the African Ministers of Trade when they meet in March 1987 in Addis Ababa. At that special session, the overall situation and mandate of the organization as well as its financial situation should be thoroughly discussed and appropriate solutions adopted to resuscitate AATPO for the fulfilment of the role it was given by our Heads of State in the Lagos Plan of Action.

(b) The resolutions adopted at the above special session will be submitted to the ECA Conference of Ministers to be held in April 1987, and the second session of the OAU Council of Ministers for their consideration.

(c) The OAU and ECA secretariats should express their clear commitments to sub-contract trade promotion studies, research and other activities to AATPO in the form of consultancy contracts using their consultancy funds for the purpose. An appeal should also be made to subregional economic integration organizations such as PTA, ECOWAS, ECCAS, etc. to utilize AATPO's expertise in this field.

(d) As soon as the emergency situation has passed, AATPO secretariat should explore other sources of possible fundings as well as mechanisms

to increase its delivery capacity and efficiency in line with its mandate as given in the Lagos Plan of Action. This would include:

(i) Amendment of the constitution with a view to setting AATPO on firmer grounds and including the establishment of a Council of Ministers as the policy organ of AATPO;

(ii) Drawing up an effective Medium-term Plan of Action taking into account the real needs of the member States and the various existing subregional economic groupings and trade promotion institutions at the national, subregional and regional levels.

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Eighth meeting of the Technical Preparatory Committee of the Whole

Addis Ababa, Ethiopia
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Item 14 of the provisional agenda*

ECONOMIC COMMISSION FOR AFRICA

Twenty-second session of the Commission/ thirteenth meeting of the Conference of Ministers

Addis Ababa, Ethiopia
23 - 27 April 1987

Item 6 of the provisional agenda**

LC/NAIROBI

REPORT OF THE MEETING OF CHIEF EXECUTIVES OF ECA-SPONSORED INSTITUTIONS AND ECA CHIEFS OF DIVISION AND PROJECT OFFICERS NAZARETH, ETHIOPIA, 28 FEBRUARY - 1 MARCH 1987

* E/ECA/TPCW.8/1.
** E/ECA/CM.13/1.

M87-858

Report of the Meeting of Chief Executives of ECA-sponsored Institutions and ECA Chiefs of Division and Project Officers, Nazareth, Ethiopia 28 February - 1 March 1987

1. At the Sixth Conference of Chief Executives held in Nairobi, Kenya, in January 1986, serious concern was expressed about the need to develop a more healthy and efficient relationship between the ECA-sponsored institutions and the ECA divisions. There was also a felt need for a clearer understanding of the role of ECA as a sponsoring organization and as an executing agency for projects in the institutions funded by UNDP and other donors. An agenda item on the subject was not considered in the required depth at the Seventh Conference held in Tripoli, Libyan Arab Jamahiriya, from 24-27 January 1987, because of the absence of most ECA division Chiefs. It was therefore decided that a meeting of the Chief Executives and Chiefs of Division should take place in Nazareth, Ethiopia, from 28 February to 1 March 1987. It was attended by 13 Chief Executives and 30 Division Chiefs and Project Officers.

2. The accountability of ECA as a sponsoring institution to member States was considered in terms of ECA's responsibility:

(a) In ensuring that the institutions achieve the objectives for which they were established;

(b) In monitoring and providing support for what goes on in the institutions;

(c) In projecting a proper image of the institutions to member States, with a view to generating interest and support;

(d) In ascertaining that the institutions work harmoniously and in complementarity:

(i) among and between themselves,
(ii) between ECA divisions and the institutions.

3. In discussing these and related issues, it was repeatedly emphasized that most member States see the institutions as having been of ECA's creation and, therefore, ECA has the responsibility to ensure that they survive and thrive. ECA was expected to provide continued support, intellectual and otherwise, to the institutions; the success cases are, in fact, those that have received ECA's guidance on a continuous basis. Furthermore, member States are interested in the institutions being relevant, complementary and harmonious, healthy, and productive. ECA has the responsibility to ensure that these interests are safeguarded and to provide information to member States to show that their interests are being promoted. Member States created the institutions as a means towards assisting ECA attain its development goals. It was because of the confidence they have in ECA that they requested the Executive Secretary to play a major role in the policy-making organs.

4. A differing view was that ECA, in line with its mandate, identified institution -building as a legitimate strategy for dealing with Africa's numerous and varied development problems. Member States accepted this and created the specialized institutions. They are, therefore, the parents not ECA, which only assisted at birth and should not be expected to stay around for long thereafter. ECA executes funds of donors but does not contribute financially to their operations as do the member States. Where there are institutions with funds that ECA does not execute the relationship becomes one of mere technical co-operation between the ECA divisions and the institutions concerned. This calls for minimal involvement in the actual running of the institutions. The technical aspects of the relationship deserved greater attention: ECA should monitor the technical capabilities of the institutions, and where found wanting, advise member States on what actions to take, however drastic. It was emphasized that one reason why member States do not show the desired interest in the institutions is that they do not see the institutions as theirs but as belonging to ECA, which encouraged this perception by its excessive involvement in their growth. Similarly, some outside organizations have been known to be reluctant to assist some of the institutions because they see them as ECA's. In actual fact, ECA is only a cog in the wheel. It is the Governing Council/Boards that should run the institutions and member States should be compelled to rise to their responsibilities. In this connection, it was noted that ECA still serves as the secretariat for some of the institutions and this inhibits their development. The very unwillingness of the member States to host the secretariats could be regarded as an indication that the institutions concerned are not useful to them. However, it was also admitted that if ECA terminated its guardianship these institutions would die prematurely.

5. A middle position was that the relationship between ECA and the sponsored institutions should not be viewed in absolute terms nor in terms of one party being a "parent", "child" or "midwife". All the institutions were established in response to the need for providing member States with specialized technical services through African institutions that are not an integral part of the United Nations system. Such capabilities could have been developed in corresponding units within ECA but the need for promoting autonomous, self-reliant African institutions was more compelling. Once the specialized institutions had been established and embarked on operational activities ECA should be dependent on them and not duplicate their activities. The benefits would be mutual and overall African capability would be enhanced. Furthermore, ECA's monitoring, rationalization and support responsibilities are of different grades, an effort must be made to find the right mix. Some institutions are said to be resentful and antagonistic towards ECA to the point where they prefer to deal with other organizations than with ECA. Was this because of "over-monitoring or over-supporting"? Or was it because they want uncontrolled freedom?

6. The concensus that emerged from the discussions was that:

(a) The primary responsibility for promoting the institutions, mobilizing and sustaining support, increasing productivity, and promoting the right image, belong to the institutions themselves. The management and the legislative organs of the institutions have the basic duty to see to the success of the institutions and ensure that the objectives set for them are realized;

(b) ECA has a secondary responsibility. It is not in the front line. It has to lend its weight in support of the institutions. In the process it should exercise the best judgement - neither overplay nor underplay its role but work for the right type of balance. ECA's judgement must not undermine the effectiveness of the parties that have primary responsibility for the institutions i.e. the member States, the policy-making bodies, the management and the staff of the institutions.

7. On the subject of existing relationships between ECA substantive divisions and the institutions, according to the reports from both sides there was a good deal of co-operation and smooth working relations. Generally, there were frequent consultations on such matters as staff needs, main orientations and substance of work programmes and on problems arising from time to time. Some Divisions were actively involved in provision of advisory services, fund raising, and assistance in preparation of technical documents for the institutions. In cases, divisions also provided programming support. Joint programme implementation activities were undertaken primarily in an effort to avoid duplication, ensure that activities are complementary and that each contributes inputs to the other's work. Exchange of publications was another field of co-operation. Several Chief Executives reported having received strong support from the divisions in the expansion of membership, in efforts to get member States to pay their contributions, in solicitation of donor funds and, recently, in the preparation of the project documents for funding under the UNDP Fourth Programming Cycle. Through the participation of divisions in meetings of the institutions' policy-making organs they are also able to acquire better insights into problems of the institutions and to provide valuable contributions to both the substantive and managerial aspects of the operations of the institutions. The fact that the Executive Secretary personally chairs many of the legislative bodies also facilitates relations considerably. In the final analysis what really mattered was the extent to which close personal relationships existed between the leaderships in both the divisions and the institutions.

8. On proposals for improving relationships in the future it was noted that at the technical level a significant step would be to agree on joint implementation of programmes, element by element, and of relevant Programme Implementation Plans (PIPs). More generally, institutions should be encouraged to fill gaps in expertise that exist in the divisions. A dangerous trend with a few institutions was for them to get the divisions more and more involved in dealing with internal management problems which the Chiefs Executives should themselves handle. Though it may be that such problems are best tackled by an outside third party this practice can have serious delecterous long-term consequences both for the institutions and for ECA.

9. Another proposal of note was that the divisions should be seen to be more active in mobilizing resources for the institutions and in ensuring their financial security. One means would be subcontracting of technical co-operation project components and granting of consultancy assignments of the institutions. Also, there should be closer co-operation between the divisions in familiarizing the institutions with technical assistance procedures.

10. Increased two-way information flows was also recommended as a means of promoting greater understanding. Informal meetings, such as the present one, would also contribute in no small measure to better awareness of who is whom and what is happening on all sides. Where consultations between institutions and divisions were continuous problems were reduced to a minimum. Conversely, where consultations were not regular problems were more complex. Relations established between the individuals at the helm on both sides contribute more than anything else to the creation of a proper problem-solving environment. It was also emphasized that project officers are very critical. Division Chiefs cannot be personally involved in monitoring the activities of institutions. Therefore, the effectivensss or otherwise of the focal points designated for each institution becomes of primary importance. It was recommended that Chief Executives establish regular contracts with their respective project officers.

11. On the subject of the relationship between the ECA Division of Administration and Conference Services (ACSD) and the institutions two problem-areas were singled out for detailed consideration. First, problem-areas in project implementation, particularly procurement and supply and personnel recruitment. Second, modalities for sub-contracting specialized technical co-operation project activities to the institutions.

12. In the discussions following, it was agreed that the concern was not to have the rules and regulations regarding procurement and supply, personnel action, financial management or any other aspects of administration changed but to have things done speedily and more efficiently. The fact that on any one administrative matter institutions have to deal with the substantive divisions, the Technical Assistance Co-ordination and Operation Office (TACOO) and one or more of the sections in ACSD, does not make it easier for them. The procedures governing procurement, financial management and personnel management must be respected even at the cost of delays. Attention should, therefore, be focussed on how to improve performance. Joint programming of PIPs by the institutions, the divisions, and TACOO for the implementation of their projects would facilitate advanced planning of actions requiring the involvement of ACSD and clarify what role is to be played at different points in time by all parties concerned.

13. To ensure that performance on all sides would be improved the meeting took the following decisions:

(i) ACSD should be reorganized so as to give special attention to administrative actions pertaining to all extrabudgetary resources. Measures taken to streamline the Division should be communicated to the Chief Executives so that they are clear as to who to deal with in future.

(ii) As a first step, the Deputy Chief of Administration was designated to be fully responsible for all matters relating to the institutions and technical co-operation projects of the institutions. He was to be the central point for follow up and co-ordination, and all correspondence should be sent to him or copied to him.

(iii) ACSD should prepare guidelines on recruitment of staff and consultants.

(iv) The Deputy Chief of ACSD, in his newly assigned capacity, should promptly send to the Chief Executives copies of all circulars based on which decisions regarding requests from the institutions are made. Any amendments in the future should also be sent to them.

(v) Notwithstanding decision (ii) above, on all substantive matters Chief Executives should deal with the substantive divisions, on mobilization of funds with TACOO, on administrative matters with ACSD. Copies of all communications with TACOO and ACSD should also be sent to the substantive divisions for information and follow-up.

(vi) On initial assumption of duty all new Chief Executives should be fully briefed on administrative and financial procedures in ECA and other matters which would ensure maximum effectiveness and minimum difficulties whether with ACSD or any other division.

(vii) The Deputy Chief of Administration should prepare a paper on administrative/financial actions that should be delegated (a) to the institutions, and (b) to the local UNDP offices.

(viii) When submitting requests to the ECA Contracts Committee, Chief Executives should provide information on local conditions (e.g. availability of maintenance facilities or technical expertise for installing equipment, fragility of items to be purchased) which would assist it in deciding whether or not the order should be placed locally.

14. On the subject of ECA as an executing agency much of the discussions revolved around the subject of sub-contracting and greater use of the institutions for undertaking consultancy assignments. It was pointed out that, globally, ECA has a large consultancy vote and the institutions could be assisted to develop further their technical capacities by assigning some consultancies to them. This should not be done for its own sake. Rather, the institutions should first be tried out and, depending on their track records, sub-contracting could be increased.

15. It was decided that each institution should prepare a profile of available expertise which would be used as a guide in allocating consultancies. For this purpose the Director of PADIS was requested to prepare a questionnaire which should be sent to all Chief Executives. They should be returned by April and, subsequently, compiled in a publication for wide distribution particularly to donor agencies. On the basis of experience gained, consideration could be given to such ideas as forming an association of ECA consultancy institutions.

16. On the subject of ECA's role in mobilizing resources, it was requested that when resource mobilization missions are organized TACOO should report on official reactions to project proposals submitted to the donors concerned, especially those not accepted. This would save the institutions from fruitless contracts with local donor offices and embassies. It was also considered useful for requests for the assistance from several institutions to the same donor to be centrally co-ordinated, in which case the institutions concerned would be invited to join any ECA missions to the donor country.

17. The question was raised as to whether TACOO has a programme for supporting the efforts of the institutions to get their member States to pay their contributions. In answer, it was explained that an ECA pledging conference is held every two years and Chief Executives could request their member States to subscribe to UNTFAD with specific commitment that all or part of their pledges should be used for a particular **institution.**

18. Another question was whether resource mobilization should be done on a loner's approach or on a collective approach. The concensus was that where the institutions felt themselves capable enough to go it alone they should do so but keep ECA informed of their initiatives. Assistance from ECA would be sought as and when required, particularly where large amounts of funds are involved. Overco-ordinating must be avoided but a greater flow of information on what each side is doing must be encouraged. In other words, co-ordination with flexibility was the favoured approach.

19. On the subject of work programming Chief Executives were requested to consider programming on a biennial basis as opposed to currently used annual budgets. Secondly, the introduction of programme budgeting - which requires matching resources with programmes - as opposed to administrative budgets. This should be done on a biennial basis with annual reviews. It has the advantage of making alignment with the programming system in ECA easier.

20. Institutions were also encouraged to introduce Medium Term Plans, which would serve as a framework for biennial programme budgeting. Monitoring was critical. For it to be effective a Programme Implementation Plan must be developed, either in conjunction with ECA if projects are involved, or independently. Finally, evaluation. It was noted that given the small size of most of the institutions it should be easy to develop appropriate evaluation systems which would, in particular, produce useful information on the impact of the work of the institutions. In all these fields ECA could provide assistance and, if desired, workshops could be organized on the use of these management tools.

21. To meet the need for more information on the institutions it was decided that Chiefs of Division should ensure that they have copies of the constitutions, staff regulations, financial regulations and all other basic documents of their relevant institutions. Chief Executives should send copies of these documents to the Deputy Chief, ACSD, for distribution to the divisions concerned.

22. Chief Executives were reminded to make greater use of the ICM Return of Skills Programme (administered by the Public Administration, Management and Manpower Division) and the United Nations Volunteers Programme.